

Sugar Land Police Department 2017 Business Plan



Our Values

Champion Employees

Honest Communication

Accountability

Multicultural

People First

Superior Service



CITY OF SUGAR LAND

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BUSINESS PLANNING

The Business Planning Process

Business planning for Fiscal Year 2017 actually began at the start of Fiscal Year 2016. In November Departments create a draft of their business plan. Working with the Budget Office, Departments update the first draft of the plan for submission to the Executive Team in January. Updates are made according to feedback from the Executive Team and business plans are finalized by the end of February.

What is a Business Plan?

A SERVICE CONTRACT

A business plan...

- Illustrates in detail *what* services the City provides.
- Illustrates *how* the City provides those services.
- Service Commitments allow the City to hold itself accountable for maintaining high levels of service throughout the City.

A PLANNING DOCUMENT

A business plan is a comprehensive planning document developed annually by every Office and Department. A business plan...

- Illustrates the connection between operational services and activities, and long-term goals and objectives.
- Enables each Department to define their role and responsibilities within the greater context of the organization, ensuring cohesive growth across the organization.
- Reviews departmental strengths, weaknesses, opportunities, and threats using the SWOT analysis technique, allowing Departments to consider both internal factors, like succession planning and funding allocations, and external factors, like demographic changes, when planning for the future.

A COMMUNICATION DOCUMENT

A business plan is a vehicle to communicate with the public. A business plan...

- Affords the City the opportunity to be open and transparent.
- Educate residents and the general public on how the City provides day-to-day services.

A WORK PLAN

A business plan is an operational document which can be leveraged by Departments for internal process improvement efforts. A business plan...

- Creates a road map for how service goals are met.
- Makes the connection between front line objective and organizational objectives.

A BUDGETING TOOL

A business plan is a tool to be used in the budgeting process. A business plan...

- Facilitates the submission of Key Issues.
- Allows Departments to submit for cost estimates ahead of the budget cycle
- Provides a space for strategic thinking before the budget process kicks off in the Spring.

CITY OF SUGAR LAND MISSION & PRIORITIES

To enhance the quality of life in the community by a commitment to excellence in the delivery of public service.

Mid-term Priorities

SAFEST CITY IN AMERICA: FEELING SAFE, RAPID RESPONSE

- Have a Rapid, Effective and Coordinated Response to an Emergency – Police, Fire, EMS, Public Works
- Maintain People Feeling Safe, Secure and Comfortable throughout the Community
- Maintain a Low Crime Rate in Sugar Land with a High Clearance Rate
- Develop Effective Public Safety Communications with Adequate Staffing and Using Appropriate Technology
- Improved All-Hazards and Disaster Preparedness, Response and Recovery through Better Coordination and Intergovernmental Cooperation
- Utilizing Technology to Contribute to a Safe Community

STRONG LOCAL ECONOMY: GROWING BUSINESS INVESTMENT

- Attract Targeted Businesses with Primary Jobs: National and International
- Growing Tax Base: Property Tax and Sales Tax Generators
- Develop Major Business Parks with Class A Office Environment: Tract II and Prison Property / Newland (300 Acres)
- Expand Tourism: Venues, Marketing and Number of Visitors
- Develop Three Destination Activity Centers – Major Community Focal Points and Regional Destinations: Brazos River Park Festival Site, TIRZ #4, Imperial Area
- Protect Strength of Current Economic Generators

RESPONSIBLE CITY GOVERNMENT: FINANCIALLY SOUND, EXCEPTIONAL SERVICE

- Maintain a High Level of Citizen Satisfaction and Cost-Effective Delivery of City Services: Value for Tax Dollars
- Continue “Championship” Workforce: Professional, Well-Trained, Appropriately Compensated, Retention / Internal Promotional Opportunities
- Have City Employees Serve as the Primary Contact with Customers
- Maintain Financially Responsible Government Consistent with City’s Mission
- City of Sugar Land – a Leader in Customer Service and Superior Service
- City and Partners Operating Efficiently and as a Service Business

GREAT PLACE TO LIVE: DEVELOPMENT, REDEVELOPMENT, MOBILITY, ENVIRONMENT

- Have Predictable, Compatible Development and Land Uses Consistent with Comprehensive Plan
- Maintain Adequate Infrastructure and Services to Support Growth and Sustain the Existing Community
- Revitalize / Redevelop Older Commercial Centers: Appearance and Business Vitality
- Improve Mobility within Sugar Land: Automobiles, Bicycles and Walking
- Strive for Land Uses that Build the Wealth of the City – Balancing Property Tax Value, Sales Tax Revenue & Primary Jobs

BUILDING COMMUNITY: DIVERSE CULTURES, LEISURE, ARTS

- Develop City Facilities and Venues that Support Community Arts, Events and Festivals
- Develop Residents’ Understanding of Civic Processes and Community Infrastructure
- Support Community Events and Festivals of Diverse Ages and Cultures
- Adapt to Sugar Land’s Changing Demographics
- Expand Arts throughout the Community

Want to know more about the long range vision for the City of Sugar Land? Check out [Vision 2025!](#)

POLICE DEPARTMENT 2017 BUSINESS PLAN

Departmental Mission Statement

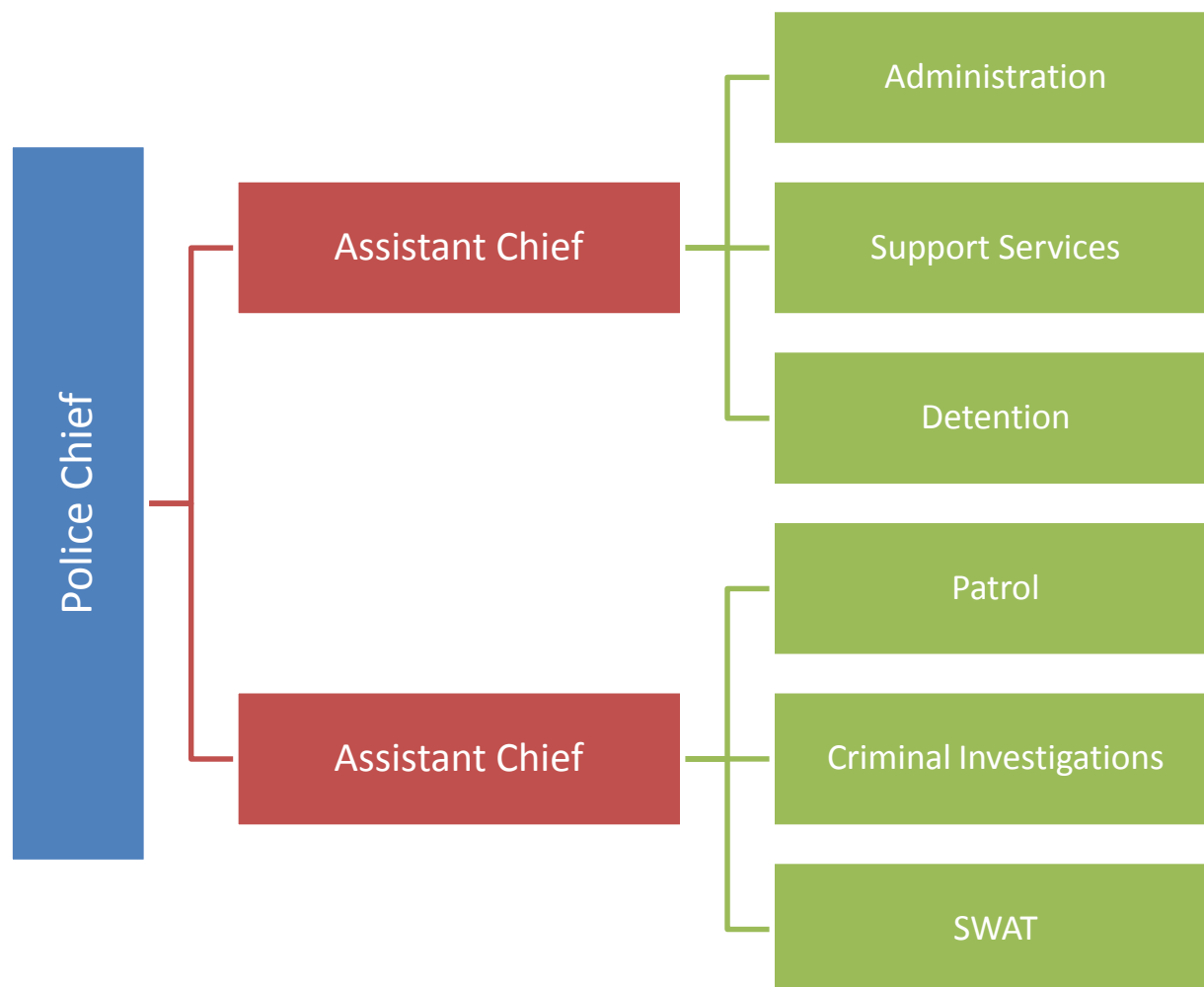
The Sugar Land Police Department places an emphasis on quality law enforcement, crime prevention, and community policing. The overall goal of the organization is to develop partnerships and joint problem-solving techniques with the community that will increase the safety and quality of life for residents and visitors of The City of Sugar Land.

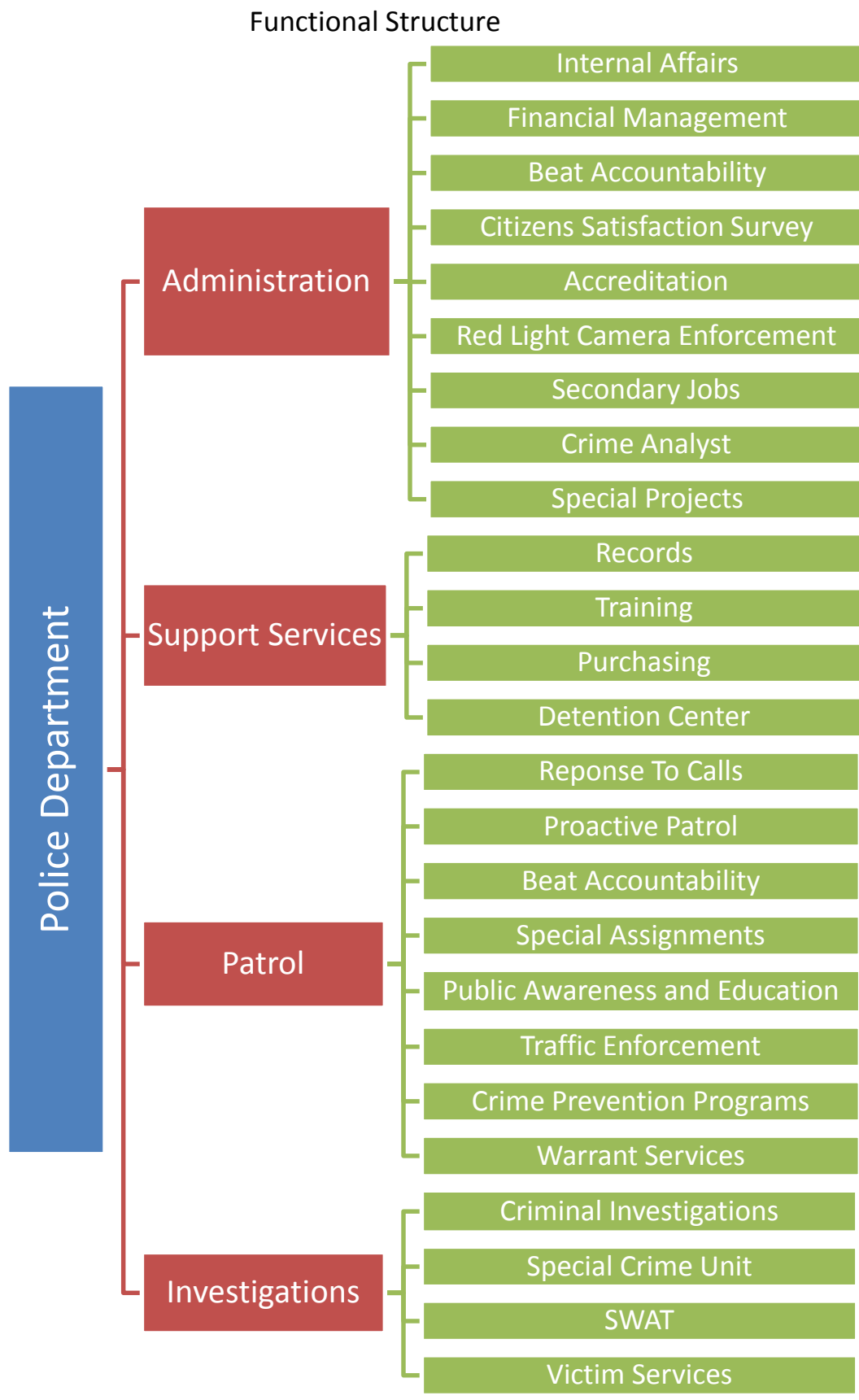
Executive Summary

The Business Plan for the Sugar Land Police Department is a road map of the programs and services we provide to our citizens. Our core functions include: Administration, Patrol, Special Weapons & Tactics (S.W.A.T.), Investigations, Records, Property & Evidence, Detention, Training, Accreditation, and Recruiting. The Plan not only addresses the effectiveness and efficiency of services provided today, but is also used to plan for our growth and future needs.

Each individual service the police department provides is described in detail along with accompanying service level objectives and measures. Ultimately, the Business Plan ties each program or service back to the Police Department's Mission and Citywide Goals.

ORGANIZATION & STRUCTURE





ADMINISTRATION PROGRAM SUMMARY

Administrative Services are provided 8:00 a.m. to 5:00 p.m. Monday through Friday. Chiefs and Assistant Chiefs oversee daily operations to ensure the efficient and effective delivery of services by the department to assure responsible city government.

ADMINISTRATION PROGRAM SERVICES AND SERVICE LEVELS

Service: Internal Affairs

Addressing disciplinary issues and the investigation of internal complaints as part of personnel management. Outputs include changes in policies and personnel action when required to include recognition or disciplinary action.

Service: Fiscal Management

Ensure financial responsibility within the department by overseeing budget operations. Financial management also includes overseeing the department's inventory and location, application for, and management of grants. The department analyst is responsible for monitoring expenditures on a daily basis and notifying the chiefs of any discrepancies, issues, or questionable spending. Year-end projections are updated on a monthly basis by the analyst to identify any surpluses, or deficits, that need to be addressed. Outputs also include grant management and inventory control.

Service: Beat Accountability

Crimes and problems in the City are managed at the beat level, and the administration conducts on-going analysis of the beats and beat team concept. Monthly meetings are conducted with the beat managers utilizing the Comp Stat format of analysis to monitor and evaluate results.

Beat Accountability meetings are conducted on a monthly basis with the patrol lieutenants responsible for a specific beat. Their responsibilities include the identification of any crime issues or trends in their beats, and development of a plan to address the issue.

Service: Citizen's Satisfaction Survey

Every three years, the City conducts a citizen satisfaction survey. This survey allows for the police department to gauge and measure the citizens' satisfaction of police services, police response to calls, as well as visibility patrols as noted by citizens.

Service: Accreditation

Administration directs the establishment and compliance of a clear and complete set of policies that direct departmental services in a manner consistent with City Goals and policies. It provides employees with a clear and concise explanation of department expectations and requirements to assure that we provide responsible City government by developing and maintaining a championship workforce, and also provide procedural policies to guide the department.

Accreditation includes the compliance and formation of policies as required by the Commission on Accreditation for Law Enforcement Agencies (CALEA.) Reaccreditation occurs on a three year cycle and the administration sergeant oversees this process.

Service: Red Light Camera Enforcement

Administration and staff ensures the Red Light Camera Program, also known as Safe Light Sugar Land, is in compliance with state law and the requirements set forth by the Texas Department of Transportation (TxDOT).

The Sr. Administrative Coordinator is responsible for the overall maintenance and compliance of the program, to include crash data reporting as required by the Texas Department of Transportation.

Service: Secondary Employment

Administration ensures that all personnel are in compliance with policy regarding Secondary Employment, which means any agreement or arrangement under which an employee receives money or other thing of value for performing any type of work for any person or entity other than for the department as an employee, regardless of whether it is performed as an employee or independent contractor and includes off-duty and extra duty employment.

Service: Crime Analyst

Create and Analyze police data regarding the locations and rates of crime. Create weekly, yearly reports regarding all police activities.

Service: Special Projects

Administration oversees all special projects not directly related to a specific department or unit which benefits the overall goals of the department. Examples may include the City-wide camera project, License Plate Recognition program, and the purchase of a new RMS/CAD system.

SUPPORT SERVICES PROGRAM SUMMARY

Support Services are provided 8:00 a.m. to 5:00 p.m. This Division supports the entire department through means of Records, Training and Purchasing Monday through Friday. One Captain and a Lieutenant oversee the daily functions of this division.

SUPPORT SERVICES PROGRAM SERVICES AND SERVICE LEVELS

Service: Support Services

Support Services are provided 8:00 a.m. to 5:00 p.m. This Division supports the entire department through means of Records, Training and Purchasing Monday through Friday. One Captain and a Lieutenant oversee the daily functions of this division.

Service: Records

Records is responsible for entering and processing police records in the Records Management System and maintaining police records in accordance with the adopted records retention schedule.

Activity: Data Entry

Records personnel are responsible for entering and maintaining all records with minimal errors. Accuracy rate of records entry must meet or exceed 95%, the standards for the Department of Public Safety audit. The Records Manager is responsible for assuring that staff is available to provide access to secured files after hours.

Open Records Requests are to be processed within 10 business days in accordance with City Policy. Subpoenas and Expunctions are to be complied with in accordance with Court Order.

Activity: Operator/Receptionist

PBX Operator/Receptionist is the primary call intake person for the department and also assists citizens in the lobby. Regular business is conducted Monday through Friday during the hours of 8:00 a.m. to 5:00 p.m.

The PBX Operator/Receptionist is responsible to assuring that all in-coming calls and walk-in requests are appropriately addressed and directed to the appropriate person.

Activity: Uniform Crime Reports

Uniform Crime Reports are to be completed and submitted to the State Department by the deadline (1st week of every month).

Service: Purchasing

Support Services is responsible for purchasing of all necessary equipment, uniforms and products for the department.

Service: Training

Support Services is responsible for the coordination and implementation of all police personnel training. Local, state, and in-house mandated training is monitored and maintained. Records are kept for each individual employee. A seven-week pre-field training program is also provided for all new officers. Newly hired officers will be required to attend in-house classroom training over departmental policies and procedures prior to their field training program.

Activity: New Officer Training

A seven-week developmental training course is provided for all new officers. Training staff coordinates the schedules of all personnel assigned to teach in the seven-week training program and prepares and maintains all lesson plans.

Activity: Recruiting Testing and Background Checks on all Applicable Applicants

Recruiting is handled by the training unit, who is responsible for comprehensive recruiting and selection of new officers, including conducting background investigations and an oral interview board.

Training staff attends job fairs and recruits on a regular basis which includes preliminary testing for applicants and background checks.

Activity: Physical Fitness Testing

All officers are required to be physically fit for duty. The training staff provides physical testing on a monthly basis for all officers, and provides guidance for officers in need of assistance to meet the fitness requirements.

Activity: Physical Fitness Guidance and Assistance

The department contracts with outside trainers to provide on-site fitness classes for all police personnel. A Fitness Program includes testing sworn personnel to determine their level of fitness and prescribing specific exercises in mind.

Activity: State & Department Mandated Training

Ensures all officers complete all mandated state and agency mandated training in the time frame required by state law and agency standards. The staff continuously assesses the training needs of the department, as well as training for individual officers, and provides this training as appropriate.

Activity: Annual Qualifications with Lethal Weapons

Staff ensures that all officers qualify annually with lethal weapons, and attends updated courses on less-lethal weapons.

Activity: Social Media

Social Media (Facebook) is an on-line tool for communicating crime trends and safety tips to the community.

Service: Detention of Prisoners

Detain and House Prisoners – Check on all prisoners at least twice every hour and note any activity on Prisoner Cell-Check Log. Purchase food and hygiene products for use in the detention facility.

Activity: Detention of Prisoners

Detain prisoners in locked cells while awaiting a judge or transfer to another facility. Fingerprint and photograph prisoners. Inventory, secure, and store prisoners' personal property. Provide food and personal hygiene products for prisoners. Provide and prepare meals for prisoners and complete laundry as needed. Document all activities in the detention center; including monitoring meals, intake and release of prisoners' property until release or transfer.

Activity: Detention Maintenance

Perform light housekeeping and wash linens.

Activity: Maintain Detention Logs

Secure all fines and bonds collected to be turned over to Municipal Court.

PATROL PROGRAM SUMMARY

Patrol services are provided 24 hours a day, 365 days a year.

Response to calls is the responsibility of the patrol officers, with assistance from sergeants and lieutenants as required. The goal is to respond to all calls within the response times established by the department. Rapid response to an emergency is necessary to be the safest City in America.

Pro-Active Patrol assures high visibility in neighborhoods, parks, commercial, and residential areas. House watches and attendance at special events are included in these activities, but may also be assigned to officers in other divisions. These activities are utilized to be the safest city in America.

Beat Accountability – Lieutenants and sergeants are responsible for identifying crime trends in their assigned beats and developing plans to address problems. To assist in identifying problems, officers attend HOA meetings, assist in forming and meeting with neighborhood watch groups, and monitor criminal activity reports. The goal is to reduce crime to achieve and maintain the lowest crime rate in the Houston Area to be the safest city in America.

Special Assignments – Lieutenants, sergeants, and patrol officers may be called on at any time to perform special assignments that are outside the realm of the daily duties of these positions. Activities may include unmarked surveillance, bailiff/warrant duties, and security at public meetings, honor guard, field training of new personnel, court testimony, bicycle patrol, traffic assignments, Citizens' Police Academy duties, presentations, and a variety of other duties as needed.

Public Awareness and Education involves all officers. Activities include tours of the mobile command post operations, working with the Community Assistance Support Team (CAST), assisting with the Citizens' Police Academy, attending special events and programs, attending HOA meetings, school programs, and education opportunities that coordinate with increased enforcement activity financed by grant funds.

Traffic Enforcement is conducted by the traffic unit, which consists of a sergeant, seven motorcycle officers, and two officers assigned to stealth vehicles. The function of this unit is to enforce traffic laws and investigate accidents to provide the safest streets possible for the motoring public and provide mobility for people.

PATROL PROGRAM SERVICES AND SERVICE LEVELS

Service: Response to Calls

Respond to calls for service within targeting time limits by priority. Proactive Patrol, General Traffic Enforcement, Directed Assignments, Field Training new personnel and Court Testimony will be the responsibility of the first line supervisors and patrol lieutenants. Patrol first line supervisors, (Sergeants and Lieutenants), will ensure that all officers are responding to calls for service in a timely manner.

Service: Proactive Patrol

Provide preventative patrol and police services twenty-four hours a day, seven days a week by utilizing three ten-hour shifts with officers allocated to shifts based on calls for service. The City is divided into five beats, each staffed with a Lieutenant, Sergeants, Investigators, and Officers.

Activity: Neighborhood Visibility

Provide visible patrols in marked units within the neighborhoods to help deter criminal activity and to promote community policing and Safe and Livable Neighborhoods.

Activity: Park Visibility

Provide visible patrols in marked units within the City parks to help deter criminal activity and to promote community policing and safe recreational activities.

Activity: Shopping Center Visibility

Provide visible patrols in marked units within the shopping centers and commercial areas to help deter criminal activity and to promote community policing and safety for retail patrons.

Service: Beat Accountability

Lieutenants, sergeants, and officers will assist in the daily analysis of their assigned beats to identify and respond to crime trends through observation, HOA meeting attendance, attending neighborhood watch groups, and monitoring criminal activity reports.

Service: Special Assignments

Train and equip officers to provide bicycle patrol for quick and visible response during peak activity periods.

Officers will testify in court when summoned by the Courts for general court proceedings.

Provide a new certified police officer with twelve to sixteen weeks of intense classroom and field training.

Honor Guard consists of a twelve-member company to attend special functions throughout the year.

One officer serves as Court Bailiff, providing the court area security utilizing cameras and emergency links to patrol cars that bypass dispatch for a quicker emergency response.

Two warrant officers serve defendants in a timely manner with capias and capias profile warrants issued by the court and signed by the judge; notify the Texas Department of Public Safety to deny driver's license renewal due to outstanding warrants under the DPS Failure to Appear program.

Assigned parks officer will develop and maintain productive partnership with Parks Department, meeting on a regular basis. Provide Park Ambassadors training on identifying suspicious activity and when to call the police.

Communicate park events to patrol supervisors and request patrol officer assistance to provide visibility patrols as needed. Monitor police reports for developing crime trends in parks. Partner with Beat Manager and CID to develop action plans for targeting crime in parks.

An impact team is comprised of five officers and one sergeant who are assigned to respond to high volume crime activities and patterns in specific locations to help reduce or combat crime.

Maintain a unit of officers trained in crime scene investigation.

Lobby Officer will respond to calls for service for walk-ins within the department's lobby area enabling district officers to maintain beat integrity and remain in the field. Lobby officer will provide security for the department's civilian and court personnel during normal business hours, Monday through Friday 8:00a.m.-5:00 p.m.

Service: Public Awareness and Education

Assigned trained operators maintain the upkeep of the mobile command post and are responsible for driving and setting up the vehicle at different functions and call outs.

Assigned officers work well with the Community Assistance Support Teams (CAST) to provide preventative patrol, parking enforcement, conduct assignments through the House Watch Program and assist with other functions and assignments as required.

Conduct two ten week Citizen Police Academies per year to educate and inform citizens on police department operations and emergency response training.

Service: Traffic Enforcement

A ten member traffic unit provides traffic enforcement and accident investigation, Monday through Friday from 6:00 a.m. to 9:00 p.m. or as needed. One traffic officer is assigned as a DWI unit working from 7:00 p.m. to 5:00 a.m. or as needed. Traffic Officers will be responsible to investigate all major and minor accidents of all citizens when requested.

Service: Crime Prevention Programs/Activities

Crime Prevention officers will make presentations to citizen groups regarding safety and crime prevention tips regularly throughout the year. In addition, citizens are encouraged to sign up on-line for the E-policing program to receive daily updates on crime in their respective areas.

Activity: Crime Prevention Satisfaction

Every three years, the City conducts a citizen satisfaction survey. This survey allows for the police department to gauge and measure the citizen's satisfaction of crime prevention officers.

Service: Warrant Services

Warrants are received through the courts (county/municipal) for suspect apprehension. They are entered into the appropriate computer logging system for records management purposes. Officers, upon verification of the warrant, shall make the appropriate detention and arrest.

INVESTIGATIONS PROGRAM SUMMARY

Investigation services are provided 24 hours a day, 365 days a year.

Criminal Investigations Division (CID) is divided into three investigatory categories: Persons Crimes, Property Crimes, and Fraud Crimes.

Investigates and clears cases in accordance with Uniform Crime Rate guidelines, with an emphasis on index crimes. Cases are assigned to investigators based upon solvability factors and Uniform Crime Rate hierarchy classifications. Investigators are assigned to collect, correlate, and analyze facts and evidence in each case to arrive at an accurate conclusion. Investigators request subpoenas for records and persons in conducting case follow-ups. Persons suspected of committing a crime are questioned/interrogated while victims and witnesses are interviewed. Investigators draft search and arrest warrants and serve warrants as necessary. Investigators investigate and clear cases in accordance with UCR guidelines. Investigators prepare written case reports for submission to the District Attorney's Office and provide testimony for court and grand juries. In addition, Investigators also provide support and follow-up to prosecutors in preparing for trial. The Sergeant over Fraud and one non-sworn Crime Analyst are responsible for the Intelligence function, which provides timely Crime Analysis and intelligence information to the various organizational units of the department. The Fraud Sergeant along with one non-sworn Warrant Clerk are responsible for the Warrant function ensuring accountability for all warrants as they are requested and processed, and coordinating warrants to be served at the earliest possible time after issuance. Sworn members work an on-call rotation to ensure there is 24/7 coverage for both Investigators and Supervisors.

INVESTIGATIONS PROGRAM SERVICES AND SERVICE LEVELS

Service: Criminal Investigations

Investigates and clears cases in accordance with Uniform Crime Rate guidelines, with an emphasis on index crimes. Assigns cases based upon solvability factors and Uniform Crime Rate hierarchy classifications. Maintains a “UCR Clearance Rate” higher than the State’s average. Conducts pro-active operations to address current crime trends working in concert with the Patrol and Crime Prevention Divisions in formulating action plans for a response. Ensures accountability for all warrants as they are requested and processed. Ensures warrants are served at the earliest possible time after issuance. Provides timely Crime Analysis and Intelligence Information to the various organizational units of the department.

Service: Crime Scene Unit

CSU provides for crime scene and evidence processing as needed to support case investigations. Processes articles of evidence efficiently to ensure timely clearance of cases. Promptly logs evidence and/or property into the property room. Secure locker storage is provided for evidence submissions after hours and the Unit is available to assist with major scenes at any time. Catalogs and organizes items in the property room for ease in location. Verifies accuracy of property receipts against entries in the records management system. Receives case dispositions and provides proper disposition of items in accordance with standard operating procedures and state laws.

Activity: Evidence

Processes articles of evidence efficiently to ensure timely clearance of cases. Promptly logs evidence and/or property into the property room. Secure locker storage is provided for evidence submissions after hours and the Unit is available to assist with major scenes at any time. Catalogs and organizes items in the property room for ease in location. Verifies accuracy of property receipts against entries in the records management system. Receives case dispositions and provides proper disposition of items in accordance with standard operating procedures and state laws.

Service: Regional Task Force

The Division has personnel assigned to various regional Task Forces in both full-time and part-time capacities. They are:

- Sugar Land/Missouri City/Stafford Special Crimes Unit (SCU) – 1 Full Time Investigator
- Fort Bend County Narcotics Task Force – 1 Full time Investigator
- Internet Crimes Against Children Task Force -- Part Time Sergeant
- FBI’s Joint Terrorism Task Force – 1 Part Time Sergeant

Each of these units have a specific area of concentration, and are all responsible for general collecting and analyzing of intelligence information; reviewing and responding to crime trends identified within participating jurisdictions sharing commonalities.

Service: Fort Bend Regional SWAT

The SWAT team responds to all call outs as needed by the combined agencies in a timely fashion. As a unit, training year round is needed to maintain adequate proficiency in skill-set.

Activity: SWAT Training

All SWAT members participate in training on a regular and on-going basis. Training may include practical exercises, fire arms and physical tactics as well as class room instruction.

Activity: SWAT Team Activations

SWAT unit may be activated by any on-duty supervisor/watch commander for one of the three cities it represents. Activation is done through the agency dispatch via electronic message. Upon activation team members will respond to a designated location for further instruction.

Service: Victim Services

The unit is responsible for ensuring the timely contact and notification of victims of violent crime as defined by the Crime Victim's Compensation Act. The unit also develops departmental programs to provide access for crime victims to counseling and outreach programs. The unit ensures that crime victims receive assistance in accordance with the Crime Victim's Compensation Act. The unit also works with investigators and other divisions to provide community education and analysis of crime victim issues.

Performance Measures

Service Area	Commitments
Administration	Strategically plan for the Department and manage day to day functions in order to meet established service levels
Support Services	Efficiently enter and maintain records in accordance with an adopted retention schedule. Coordinate and implement department training activities in an effective manner. Securely and safely detain prisoners.
Patrol	Rapidly provide a response to emergency situations in a professional manner. Conduct highly-visible proactive patrols and provide helpful public education programs. Ensure safe streets and mobility through traffic enforcement activities
Investigations	Will make contact with all victims of persons crimes within 5 business days.